

**1999 Challenger Session with the Aerospace Community
November 30, 1999**

1. Key Challenger Themes During the Session

- Partnerships and Consensus Building
 - Use Partnership early on -- industry is willing to help.
 - Involve Partners in Timelines and Priorities
 - Expand Partnership from Planning to Implementation
 - Develop a Plan to Address Delays in Spring/Summer 2000
 - Communicate Business Plan and Priorities
 - Take a System-Wide Approach to Airport and Airspace Design
 - Provide Environmental Leadership
 - Work with Space Transportation in support of commercial space activities.
- FAA should modernize more quickly.
 - Become more like a business to build credibility.
 - Publish a coherent business plan that includes user benefits – include commercial space
 - Standardize business processes. Harmonize and streamline.
 - Use Metrics and Cost Accounting Information to Measure Progress and Set Targets
 - Increase Accountability
 - Motivate by Incentives and Reward Creativity
 - Apply Lessons Learned: FFP1, Y2K
 - Enable change management at all levels
- Communications -- more and better outreach
- Maintain safety margins
 - Capacity at airports gives more safety margin
 - Speed the certification process and delegate
 - Delegate some inspection
 - Employ better risk assessment
- More resources are needed across the board, including AST and Airports.
- What should FAA **NOT** do long term, to focus its resources?
- The commercial space system needs to be recognized and supported. How does AST expect to promote the industry?
- It's a massive job in an unforgiving environment.

Challenger Commitments

FAA:

1. **Spring/Summer 2000 Plan.** The charge is to use the core group of people who made recommendations to reduce delays last August, expand it with other airline

and general aviation representatives. The purpose is to make sure that the aviation community (FAA and industry) gets a clear and shared understanding of what is needed to reduce delays next summer. The plan should include a list of procedures, policies, and new tools for FAA and the industry to put into place by next Spring. The plan should be achievable, affordable, and has to make a difference. The plan development process will begin in December, with the plan developed in January.

2. **Prioritization and Discussion of FY 2001 Capital Budget Submission.** FAA, with aerospace community input, will prioritize the programs in its FY 2001 capital budget. The 2001 budget is at OMB now, so there is little room to change it. Once the President's FY 2001 budget is made public, FAA will host a forum with the aerospace community to discuss what is in it.
3. **New FAA Business Plan.** The FAA commits to develop, with the support of its customers and the aviation industry, a business plan that is both business-oriented and reflects its vision of the future for aviation and space transportation. The plan will reinforce the agency's commitment to safety, security, and system efficiency, and will align the agency's spending with our strategic imperatives. Drawing on lessons from the past, the plan will include initiatives to take maximum advantage of strategic and technological opportunities. Finally, the business plan will lay out the major goals of the agency and will be used to make multi-year investment decisions, as well as form the basis for our ongoing discussions with our customers and Congress. As has been the case with Free Flight and other customer-driven initiatives, winning aerospace community consensus during the development of the business plan will be key to gaining the support of the President and the Congress.

Aerospace Community:

- FAA heard a commitment from the aviation community to work with FAA on its three "take aways". Specifically, Delta, United, and Northwest agreed to participate.
- Next year the General Aviation Coalition changes its leadership. It will be more project-oriented. FAA and the Administrator should assign the Coalition some tasks and the Coalition will take them on. That includes building consensus, providing assistance, and indicating what it can and cannot live with and where it can work with FAA.
- Airports people will continue to provide early comments on advisory circulars and to provide a schedule of where it will provide comments to help focus Airport Improvement Plan funding on more productive uses. The airports community also will be a part of the coalition pressing for a new reauthorization.
- The aerospace community will continue to feed back to FAA when it sees disconnects. For example, the NEXCOM budget does not seem to support what is promised next year.
- On Plan 2000, it was suggested that to increase focus on it, FAA should have a Spring FAA/senior industry get together to discuss it, perhaps with a follow up every 60 days or so.